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Boston Consulting Group

# **Your Strategy Needs A Strategy Bcg Boston Consulting Group**

*Simons presents the seven key questions a manager and his team must continually ask. Drawing on decades of research into performance management systems and organization design, "Seven Strategy Questions" is a no-nonsense, must-read resource for all leaders in any organization.*

*Shift your strategy downstream. Why do your customers buy from you rather than from your*

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***competitors? If you think the answer is your superior products, think again. Products are important, of course. For decades, businesses sought competitive advantage almost exclusively in activities related to new product creation. They won by building bigger factories, by finding cheaper raw materials or labor, or by coming up with more efficient ways to move and store inventory—and by inventing exciting new products that competitors could not replicate. But these sources of competitive advantage are being irreversibly leveled by globalization and technology. Today, competitors can rapidly decipher and deploy the recipe for your product's secret sauce and use it***

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***against you. “Upstream,” product-related advantages are rapidly eroding. This does not mean that competitive advantage is a thing of the past. Rather, its center has shifted. As marketing professor Niraj Dawar compellingly argues, advantage is now found “downstream,” where companies interact with customers in the marketplace. Tilt will help you grasp the global nature of this downstream shift and its profound implications for your strategy and your organization. With vivid examples from around the world, ranging across industries and sectors, Dawar shows how companies are reorienting their strategies around***

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***customer interactions to create and capture unique value. And he demonstrates how, unlike product-related advantage, this value is cumulative, continuously building over time. In an increasingly customer-centered world marketplace, let Tilt serve as your guide to shifting your strategy downstream—and achieving enduring competitive advantage.***

***Set your company up for long-term success. Every company needs a strategy. A focused strategy aligns decision making throughout the organization and helps establish a competitive edge in the marketplace. But with so many options to consider,***

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***how do you define a unique strategy that will ensure growth? Whether you're starting a business from scratch or leading an existing company facing new threats, this book offers the direction you need. The HBR Guide to Setting Your Strategy provides practical tips and advice that break down the process of crafting strategy so you can identify the areas your company should build on to help it thrive long into the future. You'll learn to: Understand what strategy is—and what it isn't Define where you'll play and how you'll win Conduct more-effective strategic discussions with your team Test your strategy before you implement it Communicate your strategy***

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***to key stakeholders Ensure your strategy is flexible and adaptable Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges. What approach does your company use to develop and execute its strategy? We are confronted with a plethora of different approaches and frameworks which purport to answer this question from the classic Michael Porter approach to Kim and Mauborgne's blue ocean strategy to Steve Jobs' build it and they will come" philosophy. The answer?***

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***There is no one approach that works for everyone but there is a best approach for your specific context. And it has never been more important to choose the right one: not only has the number of different approaches proliferated ten-fold over the past 40 years, but the environments in which executives must formulate and execute strategy have become increasingly diverse and complex. The difference between winning and losing has never been greater. And using the right approach pays off: firms that successfully match their approach to their environment realize significantly better returns than those who don't. And, they avoid the common***

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***frustrations stemming from lack of perceived relevance and engagement around on the strategy process. How you choose and execute the right approach is the focus of this book. From Global BCG strategy experts Martin Reeves, Knut Haanæs, Janmejaya Sinha (and based on the bestselling article in Harvard Business Review), Your Strategy Needs a Strategy offers a practical guide to help you to match your approach to strategy to your environment and execute it effectively, to combine different approaches for companies which operate in multiple environments, and to lead your organization in making better strategic choices. Organizing***



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***approaches into five strategic archetypes Be Big, Be Fast, Be First, Be the Orchestrator, Be Viable the authors explain the conditions under which each is appropriate, when and how to execute each one, and how to avoid common strategy traps. They richly illustrate the idea with interviews with CEOs from different industries from around the globe. For anyone leading a business or charged with developing a winning strategy this book is for you. The world of strategy is thick with opposing ideas and frameworks; Your Strategy Needs a Strategy will help you cut through the noise and find clarity on which approach is your best bet.***

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***Fit for Growth***

***The Good Jobs Strategy***

***How the Smartest Companies Invest in Employees to  
Lower Costs and Boost Profits***

***Summary: Your Strategy Needs a Strategy***

***Building a Bridge to the Life You Want***

***Strategy Plain and Simple***

***The End of Competitive Advantage***

Is your company spending too much time on strategy development—with too little to show for it? If you read nothing else on strategy, read these 10 articles (featuring “What Is Strategy?” by Michael E. Porter). We've combed through hundreds of Harvard

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Business Review articles and selected the most important ones to help you catalyze your organization's strategy development and execution. HBR's 10 Must Reads on Strategy will inspire you to:

- Distinguish your company from rivals
- Clarify what your company will and won't do
- Craft a vision for an uncertain future
- Create blue oceans of uncontested market space
- Use the Balanced Scorecard to measure your strategy
- Capture your strategy in a memorable phrase
- Make priorities explicit
- Allocate resources early
- Clarify decision rights for faster decision making

This collection of best-selling articles includes: featured article "What Is Strategy?"

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by Michael E. Porter, "The Five Competitive Forces That Shape Strategy," "Building Your Company's Vision," "Reinventing Your Business Model," "Blue Ocean Strategy," "The Secrets to Successful Strategy Execution," "Using the Balanced Scorecard as a Strategic Management System," "Transforming Corner-Office Strategy into Frontline Action," "Turning Great Strategy into Great Performance," and "Who Has the D? How Clear Decision Roles Enhance Organizational Performance."

In this book, an expert in business strategy shows how to create and evaluate a strategic plan and execute that plan successfully. \* Concrete examples

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and case studies \* Templates and samples of materials used in various public- and private-sector strategic planning efforts \* A bibliography of resource materials about strategic thinking, strategy formulation, strategic planning, and strategy execution

Are you missing opportunities for growth that are right in front of you? In today's volatile economic environment, filled with uncertainty and sudden change, the forces pushing you to stay focused on the core business are extremely powerful. Profiting from the core is crucial, but the danger is that overfocus on the core can blind companies.

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Scanning the horizon for new markets and new products can also be tempting, but risky. Fixating too much on either strategy can cause you to miss the substantial opportunities for growth that are often hidden in plain sight, at the edge of the core business. In this insightful yet practical book, strategy experts Alan Lewis and Dan McKone articulate a mindset that helps leaders recognize and capitalize on these opportunities. The Edge Strategy framework challenges how the boundaries of your existing products and services map to your customers' views of the world and then provides three different lenses through which you can see

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and leverage value:

- Product edge. How to capture incremental profits and other benefits by slightly altering the elements and composition of a core offering
- Journey edge. How to create and capture extra value by adjusting your role in supporting the customer's journey to and through your offering
- Enterprise edge. How to unlock additional value from resources and capabilities that support your core offering by applying them in a different context, for a different offering or different set of customers

With engaging examples across many industries, Lewis and McKone coach you on how to identify and assess each of the different "edges" and then

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provide concrete insights and advice on applying edge strategy and tactics to use in specific business contexts. The book concludes with a ten-step process to help executives and managers find and leverage the edges in their own companies. Edge Strategy is the concise, hands-on guide for growing your business by getting more yield from assets already in place, relationships already established, and investments already made.

This Element discusses the concept and applications of strategy tools. Strategy tools are frameworks, techniques, and methods that help individuals and organizations to create their



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strategies. After a brief overview of different ideas on strategy and strategic thinking, we move on to define and discuss what strategy tools are and elaborate on the promise and perils of using them to implement strategic management. We review the most commonly used, classic tools and techniques, but also less well-known tools of the strategy trade, as proposed by scholars writing in the leading strategy journals. We conclude by offering suggestions on how to improve strategic design and the effectiveness of the resultant strategy through the selective use of the most appropriate tools. Overall, this Element provides a quick overview of the tools

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that are available to those tasked with creating organizational strategies and making strategic decisions.

Strategy for You

A Simple Approach for Better Execution

A New Mindset for Profitable Growth

Strategy Execution and Complexity

Capitalism at the Crossroads

Strategic Theory for the 21st Century: The Little  
Book on Big Strategy

Review and Analysis of Reeves, Haanaes and  
Sinha's Book

*Business Models for Transforming*  
Page 18/95

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*Customer Relationships What if there were a way to turn occasional, sporadic transactions with customers into long-term, continuous relationships--while simultaneously driving dramatic improvements in operational efficiency? What if you could break your existing trade-offs between superior customer experience and low cost? This is the promise of a connected strategy. New forms of connectivity--involving frequent, low-friction, customized*

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*interactions--mean that companies can now anticipate customer needs as they arise, or even before. Simultaneously, enabled by these technologies, companies can create new business models that deliver more value to customers. Connected strategies are win-win: Customers get a dramatically improved experience, while companies boost operational efficiency. In this book, strategy and operations experts Nicolaj Siggelkow and Christian*

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*Terwiesch reveal the emergence of connected strategies as a new source of competitive advantage. With in-depth examples from companies operating in industries such as healthcare, financial services, mobility, retail, entertainment, nonprofit, and education, Connected Strategy identifies the four pathways--respond-to-desire, curated offering, coach behavior, and automatic execution--for turning episodic interactions into*

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*continuous relationships. The authors show how each pathway creates a competitive advantage, then guide you through the critical decisions for creating and implementing your own connected strategies. Whether you're trying to revitalize strategy in an established company or disrupt an industry as a startup, this book will help you: Reshape your connections with your customers Find new ways to connect with existing suppliers while also*

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*activating new sources of capacity  
Create the right revenue model Make the  
best technology choices to support your  
strategy Integrating rich examples, how-  
to advice, and practical tools in the  
form of "workshop chapters" throughout,  
this book is the ultimate resource for  
creating competitive advantage through  
connected relationships with your  
customers and redefined connections in  
your industry.*

*Explains how today's workers are a*

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*company's greatest asset and should be treated as such and discusses the flaws in the trend that sent service, manufacturing and retail sector jobs overseas in an effort to stay competitive through reduced wages and benefits. 25,000 first printing. Hardball takes readers deep inside the world of hardball competition - a world where the players are zealously committed to winning and relentlessly driven to strengthen their competitive*



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*positions, creating a virtuous cycle that puts them far out of competitors' reach. Based on twenty-five years of experience advising and observing a range of companies, Stalk and Lachenauer reveal how hardball competitors achieve decisive victories - without bending the law and without compromising their obligations to customers and stakeholders. These companies often play rough, and they don't apologize for it. Yet they are*

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*also extraordinarily adept at the "soft" side of management - rallying talent and building culture through a laserlike focus on the few issues most critical to success. Using detailed and engaging stories from many industries, Hardball outlines seven classic hardball strategies: unleash massive and overwhelming force, exploit anomalies, threaten competitors' profit sanctuaries, take it and make it your own, entice competitors' into retreat,*

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*break industry compromises, and hardball M&A. The authors reveal who uses hardball strategies, under what circumstances each strategy is most effective, and how to orchestrate the attack.*

*As CEO, you set the vision, the strategy, and the tone of your organization. You establish priorities, anticipate and address challenges, champion and lead change efforts, set people up for success, and manage risk.*

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*Though you may have a great senior executive team and a top-flight board, the success of your organization depends on your leadership. If you read nothing else on being an effective chief executive, read these 10 articles by experts in the field. We've combed through hundreds of Harvard Business Review articles and selected the best ones to help you toggle between long- and short-term views, manage risk and innovation, and cultivate productive*

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*relationships with your staff and your board. This book will inspire you to:  
Navigate the changing global business environment  
Customize your company's strategy to the environment you're working in  
Attract, engage, and retain the best talent  
Anticipate and address legislative and regulatory issues  
Sharpen your awareness of the tactical and soft skills you need to lead  
Adopt a founder's mindset and build new offerings, move into new markets, and*

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*create next-generation solutions Manage  
and build relationships with your  
board--and your shareholders This  
collection of articles includes "Your  
Strategy Needs a Strategy," by Martin  
Reeves, Claire Love, and Philipp  
Tillmanns; "Managing Your Innovation  
Portfolio," by Bansi Nagji and Geoff  
Tuff; "Leading Change: Why  
Transformation Efforts Fail," by John  
P. Kotter; "Reinventing Your Business  
Model," by Mark W. Johnson, Clayton M.*

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*Christensen, and Henning Kagermann;  
"Leadership Is a Conversation," by  
Boris Groysberg and Michael Slind;  
"Strategic Intent," by Gary Hamel and  
C.K. Prahalad; "When Growth Stalls," by  
Matthew S. Olson, Derek van Bever, and  
Seth Verry; "The Secrets to Successful  
Strategy Execution," by Gary L.  
Neilson, Karla L. Martin, and Elizabeth  
Powers; "The Focused Leader," by Daniel  
Goleman; "Managing Risks: A New  
Framework," by Robert S. Kaplan and*

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*Anette Mikes; "21st-Century Talent Spotting," by Claudio Fernandez-Araoz; and "How CEOs Can Work with an Active Board," by Ken Banta and Stephen D. Garrow.*

*Strategic Selling*

*A Strategist's Fight for Meaning*

*The Evolution of Cooperation*

*A Value-Based Guide to Exceptional Performance*

*Mastering Strategy: Workshops for Business Success*



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*The Imagination Machine*

*Edge Strategy*

*The playing field for business has changed significantly in recent decades. The pace of change is accelerating, driven by increased technological progress and shrinking business lifespans. Economic and political uncertainty has risen dramatically and is likely to remain at elevated levels. Industry boundaries are blurring, increasing the potential paths to competitive disruption. Strategy is not dead—in fact, as the gap between winners and losers within industries*

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*continues to grow, it is more important than ever. However, the playbook needs to be reinvented for today's business environment. Classical sources of competitive advantage, such as scale and differentiation, have not gone away, but they have been complemented by new dimensions of competition. This book discusses the new role of strategy in a dynamic, unpredictable context. Part 1 of this book revisits classical strategy frameworks and what changes should be made to apply them to the modern era. Part 2 discusses new strategic capabilities companies need today, such as adapting to*

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*uncertain environments and shaping new or disrupted ones. Part 3 examines the expanding boundaries of strategy, including new competitive imperatives as well as the wider range of timescales on which businesses must now operate. Drawing on the work of the BCG Henderson Institute and its fellows and ambassadors over several years, Dynamic Strategy will help business professionals as well as academics and students with an interest in strategy understand the new competitive challenges that businesses face and develop a playbook to address them. Now beyond its eleventh printing and*

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*translated into twelve languages, Michael Porter's The Competitive Advantage of Nations has changed completely our conception of how prosperity is created and sustained in the modern global economy. Porter's groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states, cities, companies, and even entire regions such as Central America. Based on research in ten leading trading nations, The Competitive Advantage of Nations offers the first theory of competitiveness based on the causes of the*

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*productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's "diamond," a whole new way to understand the competitive position of a nation (or other locations) in global competition that is now an integral part of international business thinking. Porter's concept of "clusters," or groups of interconnected firms, suppliers, related industries, and institutions that*

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*arise in particular locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy. Even before publication of the book, Porter's theory had guided national reassessments in New Zealand and elsewhere. His ideas and personal involvement have shaped strategy in countries as diverse as the Netherlands, Portugal, Taiwan, Costa Rica, and India, and regions such as Massachusetts, California, and the Basque country. Hundreds of cluster initiatives have flourished throughout the world. In an era of*

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*intensifying global competition, this pathbreaking book on the new wealth of nations has become the standard by which all future work must be measured.*

*While scores of strategic management books have been written, many books fail to take into consideration the influences that shape and constrain managers' ability to formulate and execute well-thought out strategies.*

*Demystifying Your Business Strategy acknowledges and harnesses those influences, providing practitioners with a helpful new approach to developing and maintaining a competitive advantage. In this book, David*

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*Lei and John W. Slocum offer readers a comprehensive overview of the drivers of evolutionary advantage, recognizing that sources of competitive advantage for any organization will necessarily shift and evolve in response to changes in the industry environment. Demystifying Your Business Strategy also offers practical insights on how to spot "inflection points" of strategic transition and identify signals that indicate when an organization needs to develop a new source of competitive advantage. With in-depth discussion of the four different types of business strategies that many firms pursue*



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*and the strategic disciplines that support them, this book can provide significant insight and direction to managers at all levels within an organization.*

*A famed political scientist's classic argument for a more cooperative world We assume that, in a world ruled by natural selection, selfishness pays. So why cooperate? In The Evolution of Cooperation, political scientist Robert Axelrod seeks to answer this question. In 1980, he organized the famed Computer Prisoners Dilemma Tournament, which sought to find the optimal strategy for survival in a particular game.*

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*Over and over, the simplest strategy, a cooperative program called Tit for Tat, shut out the competition. In other words, cooperation, not unfettered competition, turns out to be our best chance for survival. A vital book for leaders and decision makers, The Evolution of Cooperation reveals how cooperative principles help us think better about everything from military strategy, to political elections, to family dynamics. The Difference and Why It Matters How Winning Companies Close the Strategy-to-Execution Gap How to Choose and Execute the Right Approach*

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***Strategy Beyond the Hockey Stick  
The Unique Sales System Proven Successful by  
America's Best Companies  
Tools for Strategy  
Professional Strategists and Practice Change,  
1960 to Today***

The must-read summary of Martin Reeves, Knut Haanaes and Janmejaya Sinha's book: "Your Strategy Needs a Strategy: How to Choose and Execute the Right Approach". This complete summary of the ideas from Martin Reeves, Knut Haanaes and Janmejaya Sinha's book "Your Strategy Needs a

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Strategy" explains that strategy is not a one-size-fits-all concept; it must be adapted based on your personal needs and the current market. Once you have assessed the market (is it predictable? Is it harsh or favourable?), you can choose the strategy that is best-suited to you. For example, if you are operating in a predictable market with stable competitors, you would select a Classical approach to position yourself optimally within the market, through differentiation or economies of scale. The authors talk

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about five different possible strategies, what sort of business' suit each strategy and how they can be used to improve your business. If you're looking for better returns, the best thing to do is to change your strategy and this summary will tell you exactly how. Added-value of this summary:

- Save time
- Understand key concepts
- Increase your business knowledge

To learn more, read "Your Strategy Needs a Strategy" and discover how you can adapt your strategy in order to thrive in any market.

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Set your company up for the long term. Every company needs a strategy. A focused strategy aligns decision making throughout the organization and helps establish a competitive edge in the marketplace. But with so many options to consider, how do you define a unique strategy that will ensure growth? Whether you're starting a business from scratch or in an existing company facing new threats, this book offers the direction you need. The HBR Guide to Setting Your Strategy provides practical tips and advice that break down

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the process of crafting strategy so you can identify the areas your company should build on and help it thrive long into the future. You'll learn to: Understand what strategy is--and what it isn't Define your mission, values, and purpose Recognize your company's distinct capabilities Conduct better strategic discussions with your team Communicate your strategy throughout the company Make a plan for pushing your strategy forward Arm yourself with the advice you need to succeed on the job, with the most trusted brand in

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business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Thinking strategically is what separates managers and leaders. Learn the fundamentals about how to create winning strategy and lead your team to deliver it. From understanding what strategy can do for you, through to creating a strategy and engaging others with strategy, this book offers practical guidance and expert tips. It is peppered with punchy,



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memorable examples from real leaders winning (and losing) with real world strategies. It can be read as a whole or you can dip into the easy-to-read, bite-size sections as and when you need to deal with a particular issue. The structure has been specially designed to make sections quick and easy to use – you'll find yourself referring back to them again and again.

Named one of the best strategy books of 2021 by strategy+business Get to better, more effective strategy. In nearly every

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business segment and corner of the world economy, the most successful companies dramatically outperform their rivals. What is their secret? In *Better, Simpler Strategy*, Harvard Business School professor Felix Oberholzer-Gee shows how these companies achieve more by doing less. At a time when rapid technological change and global competition conspire to upend traditional ways of doing business, these companies pursue radically simplified strategies. At a time when many managers struggle not to drown in vast

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seas of projects and initiatives, these businesses follow simple rules that help them select the few ideas that truly make a difference. Better, Simpler Strategy provides readers with a simple tool, the value stick, which every organization can use to make its strategy more effective and easier to execute. Based on proven financial mechanics, the value stick helps executives decide where to focus their attention and how to deepen the competitive advantage of their business. How does the value stick work? It provides

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a way of measuring the two fundamental forces that lead to value creation and increased financial success—the customer's willingness-to-pay and the employee's willingness-to-sell their services to the business. Companies that win, Oberholzer-Gee shows, create value for customers by raising their willingness-to-pay, and they provide value for talent by lowering their willingness-to-sell. The approach, proven in practice, is entirely data driven and uniquely suited to be cascaded throughout the organization. With many useful visuals

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and examples across industries and geographies, Better, Simpler Strategy explains how these two key measures enable firms to gauge and improve their strategies and operations. Based on the author's sought-after strategy course, this book is your must-have guide for making better strategic decisions.

Thriving in the Era of Disruption

Tilt

Connected Strategy

The Strategy Book ePub eBook

Seven Strategy Questions

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Are You Playing to Play Or Playing to Win?  
Shifting Your Strategy from Products to  
Customers

How to close the gap between strategy and execution Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In *Strategy That Works*, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal

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five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies:

- Commit to what they do best instead of chasing multiple opportunities
- Build their own unique winning capabilities instead of copying others
- Put their culture to work instead of struggling to change it
- Invest where it matters instead of going lean across the board
- Shape the future instead of reacting to it

Packed with tools you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide

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for reconnecting strategy to execution.

Strategy is becoming more 'open' - more transparent and more inclusive. Opening Strategy tells the story of how corporate strategists and strategy consultants have worked since the middle of the last century to open up the strategy process. First strategic planning, then strategic management, and now 'open strategy' have all brought more people into the strategy process and provided more strategic information, for the benefit of both business and society at large. Informed by interviews with corporate strategists and consultants at leading firms such as General Electric and McKinsey & Co, and drawing on the



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historical archives of strategy's pioneers, this book provides vivid insights into the trials and tribulations of practice change in the strategy profession. Above all, it stresses the hard work of the little recognized and sometimes eccentric individuals who have been leaders in practice change. By building on a wide range of illustrations, covering both successes and failures, the book draws out general lessons for practice innovation in strategy. Those studying the topic will be able to set standard strategy techniques in historical and social context and develop new areas for investigation, while practising executives and consultants should gain a sense

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of how to innovate in strategy - and how not to.

Introduces basic concepts in strategy, discusses costs, depreciation, pricing, shortages, debt, budgets, equity, and dividends, and provides examples of successful business strategies

You think you have a winning strategy. But do you? Executives are bombarded with bestselling ideas and best practices for achieving competitive advantage, but many of these ideas and practices contradict each other. Should you aim to be big or fast? Should you create a blue ocean, be adaptive, play to win—or forget about a sustainable competitive advantage altogether? In a business

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environment that is changing faster and becoming more uncertain and complex almost by the day, it's never been more important—or more difficult—to choose the right approach to strategy. In this book, The Boston Consulting Group's Martin Reeves, Knut Haanæs, and Janmejaya Sinha offer a proven method to determine the strategy approach that is best for your company. They start by helping you assess your business environment—how unpredictable it is, how much power you have to change it, and how harsh it is—a critical component of getting strategy right. They show how existing strategy approaches sort into five categories—Be Big, Be Fast, Be

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First, Be the Orchestrator, or simply Be Viable—depending on the extent of predictability, malleability, and harshness. In-depth explanations of each of these approaches will provide critical insight to help you match your approach to strategy to your environment, determine when and how to execute each one, and avoid a potentially fatal mismatch. Addressing your most pressing strategic challenges, you'll be able to answer questions such as: • What replaces planning when the annual cycle is obsolete? • When can we—and when should we—shape the game to our advantage? • How do we simultaneously implement different strategic approaches for different

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business units? • How do we manage the inherent contradictions in formulating and executing different strategies across multiple businesses and geographies? Until now, no book brings it all together and offers a practical tool for understanding which strategic approach to apply. Get started today.

Revised Edition

Opening Strategy

Strategy Is Your Words

Book Review

The Logic of Business Strategy

*Page 61/95*

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### Better, Simpler Strategy

*Most people have spent their lives randomly bouncing around like bumper cars, never arriving at the life they want. In fact, new research shows that only 15 percent of adults have a plan for their life. But what if there was a way, a proven way, to experience more of what life has to offer? In "Strategy for You," world-renowned strategist Rich Horwath provides a proven plan for building the bridge to an exceptional life. Based on Horwath's ground-breaking work in the field of strategic thinking, the book helps readers apply the time-*

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*tested principles of business strategy to their lives. The author incorporates GOST (goals, objectives, strategies, tactics\_, SWOT (strengths, weaknesses, opportunities, threats), and other business tools into a five-step plan that enables readers to DISCOVER the purpose in their lives*

*Almost all organisations today face unprecedented levels of change, complexity and volatility.*

*Navigating the resultant disruption dynamics is one of the most important stewardship challenges facing strategic leaders. Getting it right can pay enormous dividends, but getting it wrong can lead*

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*to spectacular failure and the ultimate demise of once admired organisations. To address this threat, strategic leaders need to better understand how to navigate complexity and volatility and how to execute strategy in this rapidly changing environment. This book identifies 12 different strategy execution processes used to realise deliberate and emergent strategies - each illustrated with case studies and essential lessons for strategic leaders. The authors then discuss the effectiveness of these processes in different types of complex environments, showing how, used in*



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*isolation, each process can, at times, impede performance, sometimes creating survival risks that materialise today or in the future. The authors show the importance of "ambidexterity" and the need for organisations to balance the pursuit of internal efficiency and external market flexibility, both of which are essential to thriving in complex environments. This book provides essential tools for leaders to rethink and reconfigure their strategy execution practices in light of the significant change surrounding their organisations. The book is based on a 5-year, multistage study*

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*comprehensively reviewing cutting-edge research on strategy execution, reviewing seminal texts on strategy execution and, through in-depth case study interviews and cross-sectional surveys, identifying contemporary strategy execution practices of a range of different organisations across industries and sectors.*

*Beat the odds with a bold strategy from McKinsey & Company “Every once in a while, a genuinely fresh approach to business strategy appears” - legendary business professor Richard Rumelt, UCLA McKinsey & Company’s newest, most definitive,*

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*and most irreverent book on strategy—which thousands of executives are already using—is a must-read for all C-suite executives looking to create winning corporate strategies. Strategy Beyond the Hockey Stick is spearheading an empirical revolution in the field of strategy. Based on an extensive analysis of the key factors that drove the long-term performance of thousands of global companies, the book offers a groundbreaking formula that enables you to objectively assess your strategy's real odds of future success. "This book is fundamental. The principles laid out*

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*here, with compelling data, are a great way around the social pitfalls in strategy development.” — Frans Van Houten, CEO, Royal Philips N.V. The authors have discovered that over a 10-year period, just 1 in 12 companies manage to jump from the middle tier of corporate performance—where 60% of companies reside, making very little economic profit—to the top quintile where 90% of global economic profit is made. This movement does not happen by magic—it depends on your company’s current position, the trends it faces, and the big moves you*

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*make to give it the strongest chance of vaulting over the competition. This is not another strategy framework. Rather, Strategy Beyond the Hockey Stick shows, through empirical analysis and the experiences of dozens of companies that have successfully made multiple big moves, that to dramatically improve performance, you have to overcome incrementalism and corporate inertia. “A different kind of book—I couldn’t put it down. Inspiring new insights on the facts of what it takes to move a company’s performance, combined with practical advice on how to deal with real-life*

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*dynamics in management teams.” —Jane Fraser,  
CEO, Citigroup Latin America*

*A guide for mining the imagination to find powerful new ways to succeed. We need imagination now more than ever—to find new opportunities, rethink our businesses, and discover paths to growth. Yet too many companies have lost their ability to imagine. What is this mysterious capacity? How does imagination work? And how can organizations keep it alive and harness it in a systematic way? The Imagination Machine answers these questions and more. Drawing on the experience and insights*

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*of CEOs across several industries, as well as lessons from neuroscience, computer science, psychology, and philosophy, Martin Reeves of Boston Consulting Group's Henderson Institute and Jack Fuller, an expert in neuroscience, provide a fascinating look into the mechanics of imagination and lay out a process for creating ideas and bringing them to life: The Seduction: How to open yourself up to surprises The Idea: How to generate new ideas The Collision: How to rethink your idea based on real-world feedback The Epidemic: How to spread an evolving idea to others The New*

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*Ordinary: How to turn your novel idea into an accepted reality The Encore: How to repeat the process—again and again. Imagination is one of the least understood but most crucial ingredients of success. It's what makes the difference between an incremental change and the kinds of pivots and paradigm shifts that are essential to transformation—especially during a crisis. The Imagination Machine is the guide you need to demystify and operationalize this powerful human capacity, to inject new life into your company, and to head into unknown territory with the right tools*



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*at your disposal.*

*HBR's 10 Must Reads on Strategy (including featured article "What Is Strategy?" by Michael E. Porter)*

*Strategy That Works*

*Nine Strategies for Thriving in an Era of Social Tension, Economic Nationalism, and Technological Revolution*

*A Practical Guide to Strategy Formulation and Execution*

*HBR Guide to Setting Your Strategy*

*HBR's 10 Must Reads for CEOs (with bonus article*

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*"Your Strategy Needs a Strategy" by Martin Reeves, Claire Love, and Philipp Tillmanns)  
How to Keep Your Strategy Moving as Fast as Your Business*

***Are you at risk of being trapped in an uncompetitive business? Chances are the strategies that worked well for you even a few years ago no longer deliver the results you need. Dramatic changes in business have unearthed a major gap between traditional approaches to strategy and the way the real world works now. In short, strategy is stuck. Most leaders are using frameworks that were designed for a***

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***different era of business and based on a single dominant idea—that the purpose of strategy is to achieve a sustainable competitive advantage. Once the premise on which all strategies were built, this idea is increasingly irrelevant. Now, Columbia Business School professor and globally recognized strategy expert Rita Gunther McGrath argues that it's time to go beyond the very concept of sustainable competitive advantage. Instead, organizations need to forge a new path to winning: capturing opportunities fast, exploiting them decisively, and moving on even before they are exhausted. She shows how to do this with a new set of practices***

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***based on the notion of transient competitive advantage. This book serves as a new playbook for strategy, one based on updated assumptions about how the world works, and shows how some of the world's most successful companies use this method to compete and win today. Filled with compelling examples from "growth outlier" firms such as Fujifilm, Cognizant Technology Solutions, Infosys, Yahoo! Japan, and Atmos Energy, The End of Competitive Advantage is your guide to renewed success and profitable growth in an economy increasingly defined by transient advantage. Strategy Plain and Simple's uniquely powerful,***

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***successful and practical framework will show you how to quickly develop a strategy to get your business from where it is today to where you want it to be tomorrow. With vivid examples, practical solutions and a jargon-free approach, Vaughan Evans cuts to the very essence of what you need to know about strategy, simplifying it for anyone wanting to guide their business to success. He sets out a plain, simple, 3-step process: · Understand your market – how to forecast demand and supply. · Gain competitive advantage – how to target the strategic gap and bridge it. · Managing business risk – how to balance risk and opportunity. Read it in 60***

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***minutes, follow the three steps and transform your business prospects. "This fast-moving book gives a proven, practical approach that you can apply immediately to start a successful business or build your current business into a lean, mean profit machine." Brian Tracy, success guru, speaker and author of Now Build a Better Business! "A concise and compelling insight into strategy development, one of the key success factors in every business, large or small." Mike Garland, former Partner and Head of Portfolio Group, Permira Advisers LLP "Bite-sized strategy for the small businessperson - crisp, concise and easily digested on one plane journey"***

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***David Williamson, Managing Partner, Nova Capital Management "Vaughan Evans does what he says on the tin - he Keeps It Simple, Successfully!" Stephen Lawrence, CEO, Protocol Education "Strategy in a nutshell, tailor-made for the small businessperson" James Pitt, Partner, Lexington Partners "A must-read for the small businessperson" Grahame Hughes, founding director, Haven Power "Short and sweet – this is strategy far removed from convoluted theory, ready to be applied to any small business to help it grow" Andrew Ferguson, Managing Director, Baird Capital At last! A book on business strategy I can read!" Fidelis Fernandez, small businessman***

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***Explains how companies must pinpoint business strategies to a few critically important choices, identifying common blunders while outlining simple exercises and questions that can guide day-to-day and long-term decisions.***

***Great is no longer good enough. Beyond Great delivers a powerful new playbook of 9 core strategies to thrive in a post-COVID world where all the rules of the game are being re-written. Beyond Great answers to two fundamental questions which face business leaders today in a world shaped by daunting and disruptive technological, economic, and social change. First, what is outstanding***



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***performance in this new volatile era? Second, how do we build competitive advantage in a world with new and often uncertain rules? Supported by years of research and hands-on consulting practice, this book presents a comprehensive framework for building a high performing, resilient, adaptive, and socially responsible global company. The book begins by taking an incisive look at these disruptive forces transforming globalization, including economic nationalism; the boom in data flows and digital commerce; the rise of China; heightened public concerns about capitalism and the environment; and the emergence of borderless***

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***communities of digitally connected consumers. Distilled from the study of hundreds of companies and interviews with dozens of business leaders, the authors have distilled nine core strategies – the new winning playbook of the 21st century. Beyond Great argues that business leaders today must lead with a new kind of openness, flexibility and light-footedness, constantly layering in new strategies and operational norms atop existing ones to allow for "always-on" transformation. Leaders must master a whole new set of rules about what it takes to be "global," becoming shapeshifters adept at handling contradiction, multiplicity, and nuance.***

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***This book will show them how.***

***Your Strategy Needs a Strategy***

***Competitive Advantage***

***Strategic Planning***

***Playing to Win***

***Competing in a Fast-changing, Uncertain Context***

***Dynamic Business Strategy***

***How to Think and Act Strategically to Deliver***

***Outstanding Results***

*Fun to read yet full of powerful business information, this guide provides a comprehensive toolkit for crafting winning strategies in today's competitive environment. • Presents the most effective and useful strategy concepts and frameworks in a condensed,*

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*easy-to-grasp and entertaining manner that anyone or any business can benefit from • Provides many current and classic examples to show the application of the frameworks, making key concepts easy to understand • Organizes information in a logical order where concepts presented in previous workshops provides the base for additional ideas or strategies, giving readers a synergistic, comprehensive picture of strategic challenges and opportunities • Shows readers not just how to craft marketing strategy but also how to advocate for their strategic ideas*

*Today's era of economic crisis has sent a powerful message: The age of "mercenary" capitalism is ending. We must finally embark on a new age of sustainable, stakeholder-based capitalism. While enlightened executives and policymakers understand the critical*

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*need for change, few have tangible plans for making it happen. In Capitalism at the Crossroads: Next Generation Business Strategies for a Post-Crisis World, Third Edition, Stuart L. Hart presents new strategies for identifying sustainable products, technologies, and business models that will drive urgently needed growth and help solve social and environmental problems at the same time. Drawing on his experience consulting with top companies and NGOs worldwide, Hart shows how to craft your optimal sustainability strategy and overcome the limitations of traditional "greening" approaches. In this edition, he presents new and updated case studies from the United States and around the world, demonstrating what's working and what isn't. He also guides business leaders in building an organizational*

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*"infrastructure for sustainability"--one that can survive budgeting and boardrooms, recharging innovation and growth throughout your enterprise. Discover: · The new business case for pursuing sustainable capitalism · Sustainability strategies that go far beyond environmental sensitivity · How to fully embed your enterprise in the local context--and why you should · Tactics for making long-term sustainability work in a short-term world*

*You think you have a winning strategy. But do you? Executives are bombarded with bestselling ideas and best practices for achieving competitive advantage, but many of these ideas and practices contradict each other. Should you aim to be big or fast? Should you create a blue ocean, be adaptive, play to win--or forget about a sustainable competitive advantage altogether? In a*

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*business environment that is changing faster and becoming more uncertain and complex almost by the day, it's never been more important--or more difficult--to choose the right approach to strategy. In this book, The Boston Consulting Group's Martin Reeves, Knut Haanæs, and Janmejaya Sinha offer a proven method to determine the strategy approach that is best for your company. They start by helping you assess your business environment--how unpredictable it is, how much power you have to change it, and how harsh it is--a critical component of getting strategy right. They show how existing strategy approaches sort into five categories--Be Big, Be Fast, Be First, Be the Orchestrator, or simply Be Viable--depending on the extent of predictability, malleability, and harshness. In-depth explanations*

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*of each of these approaches will provide critical insight to help you match your approach to strategy to your environment, determine when and how to execute each one, and avoid a potentially fatal mismatch. Addressing your most pressing strategic challenges, you'll be able to answer questions such as: • What replaces planning when the annual cycle is obsolete? • When can we--and when should we--shape the game to our advantage? • How do we simultaneously implement different strategic approaches for different business units? • How do we manage the inherent contradictions in formulating and executing different strategies across multiple businesses and geographies? Until now, no book brings it all together and offers a practical tool for understanding which strategic approach to apply. Get*



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*started today.*

*Your Strategy Needs a Strategy*  
*How to Choose and Execute the  
Right Approach*  
*Harvard Business Press*

*Next Generation Business Strategies for a Post-Crisis World*

*How to Spark New Ideas and Create Your Company's Future  
Beyond Great*

*A Guide to Strategic Cost Cutting, Restructuring, and Renewal  
Demystifying Your Business Strategy*

*People, Probabilities, and Big Moves to Beat the Odds  
Hardball*

*A practical approach to business  
transformation*  
*Fit for Growth\* is a*

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*unique approach to business transformation that explicitly connects growth strategy with cost management and organization restructuring. Drawing on 70-plus years of strategy consulting experience and in-depth research, the experts at PwC's Strategy& lay out a winning framework that helps CEOs and senior executives transform their organizations for sustainable, profitable growth. This approach gives structure to strategy while promoting*

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*lasting change. Examples from Strategy&'s hundreds of clients illustrate successful transformation on the ground, and illuminate how senior and middle managers are able to take ownership and even thrive during difficult periods of transition. Throughout the Fit for Growth process, the focus is on maintaining consistent high-value performance while enabling fundamental change. Strategy& has helped major clients around the globe*

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*achieve significant and sustained results with its research-backed approach to restructuring and cost reduction. This book provides practical guidance for leveraging that expertise to make the choices that allow companies to: Achieve growth while reducing costs Manage transformation and transition productively Create lasting competitive advantage Deliver reliable, high-value performance Sustainable success is founded on*

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*efficiency and high performance.*

*Companies are always looking to do more with less, but their efforts often work against them in the long run. Total business transformation requires total buy-in, and it entails a series of decisions that must not be made lightly. The Fit for Growth approach provides a clear strategy and practical framework for growth-oriented change, with expert guidance on getting it right. \*Fit for Growth is a registered*

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*service mark of PwC Strategy& Inc. in  
the United States*

*Argues that a manager's central  
responsibility is to create and  
implement strategies, challenges  
popular motivational practices, and  
shares anecdotes discussing how to  
enable action-oriented plans for real-  
world results.*

*Your Strategy Needs a Strategy--How to  
Choose and Execute the Right Approach  
Good Strategy, Bad Strategy*

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*Creating and Sustaining Superior  
Performance*

*A Starter Kit for Academics and  
Practitioners*

*How Strategy Really Works*

*Building Continuous Customer*

*Relationships for Competitive Advantage*

*3 steps to building a successful  
strategy for your startup or growing  
business*